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Native employment: Opportunities for the future





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IA 116
-80N12

Native employment Government Publications Opportunities for the future

Researched and written by Rob Dolan
Edited by Mary Gallant
Project supervision by the Native
Opportunities Direction Committee

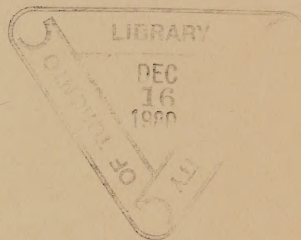
Special thanks to the Inter-Provincial
Association on Native Employment,
Native Outreach, and *Canadian Business-*
week for reproduction of segments of
Red Capitalism: Self-Sufficiency for
Native Peoples by Martin O'Malley

CA1
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-80N12

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© Published under the authority of the
Hon. John C. Munro, P.C., M.P.,
Minister of Indian Affairs and
Northern Development,
Ottawa, 1980.
QS-5154-001-EE-A1
Catalogue No. R32-48/1980E
ISBN 0-662-11143-5

Cette publication peut aussi être obtenue en français.



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Introduction

Canada's Native people have lived outside the mainstream of economic and employment development since their first contact with Europeans. This phenomenon, (as any Indian will tell you), has been studied ad tedium by public servants and academics, and it appears to be the result of factors like education, training, experience, lifestyles, location, prejudice, opportunity, motivation, health and nutrition. But perhaps one of the greatest barriers to be overcome is recognition by the non-Native public that the situation exists, and that assistance should be in the form of better training and opportunities for Native people.

As Canadian economic interests shift northward it becomes imperative to deal with the people who live close to proposed development, while at the same time recognizing the growing number of these same people who have been forced to move to the city, due to lack of job opportunities in their communities.

Thanks to strong Native leadership, dedicated Native employment organizations, and a growing number of enlightened companies (Native and non-Native); the trend is shifting to a more positive image of the Native worker.

It is hoped that this booklet will give present and potential employers of Native people some insight into the experience of Native employment workers and companies who have developed effective hiring and training programs. As well, Federal programs influencing Native employment and business development are outlined. Our resources are Native employment workers in the public and private sectors, as well as reports developed by both groups.



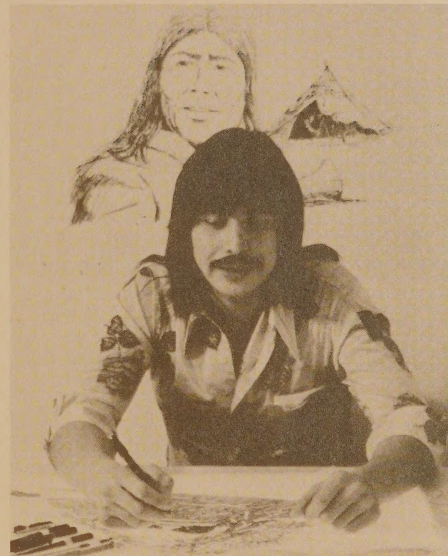


Native work force

Unemployment has been a constant state of affairs for many unskilled non-Native people who entered the work force just as children from the 1950's *baby-boom* reached working age. That was in the 1970's, and the effects are still being felt.

Now Canada's Native people are about to face the same situation, since their "baby-boom" was in the 1960's. The difference is that, for the most part, as a group they start at the bottom of the economic ladder. Statistics indicate that registered Indian people between the ages of 15-29 will increase from 85,000 in 1976 to 116,000 in 1986.¹ Statistics are not available for non-status Indians and Métis, but the message is clear for the 1980's.

At the same time as the Native work force is on the increase, the number of dependents per family is on the decline. If this trend continues, it means there will be smaller Indian families, thereby providing a beneficial effect on the per capita standard of living of Indian people, *if there is a concomitant improvement in employment opportunities.*²



¹An Overview of Demographic Social and Economic Conditions Among Canada's Registered Indian Population, p. 44.

²Ibid., p. 44.



Native Outreach

Urban Native employment

Muriel Venne, executive director of Native Outreach in Alberta, is one of the prime movers in urban Native employment. Native Outreach, an organization which provides counselling to Native people wishing to enter the work force, is also acting as an intermediary between the prospective employer and employee. In addition to her administrative responsibilities, Muriel Venne does extensive promotion of Native employment to non-Native business organizations in an effort to educate, and to alter existing stereotypes.

One point she emphasizes is that Native Outreach deals with many Native people who want to work. The biggest problem many face though, is a simple ignorance of the unwritten rules which underline the employer/employee relationship. For example, if the new Indian employee's car breaks down on the way to work, he may not know that he should call his supervisor and let him know he will be late. Something as simple as that could be the beginning of the end of his job.

It is important therefore, that companies back the efforts of organizations like Native Outreach, so that problems can be headed off before they get out of hand. This can be achieved through counselling of the Native employees and company supervisors.

Orientation in the Urban Setting

Ms. Venne suggests that it is equally necessary for the employer to be aware of the problems faced by the Native person in getting established in a city. Just the fact of having to pay for everything, including rent, will come as a real shock to many. "Even though these people will have more money to spend, they have little experience in knowing how to spend it," she said. Many Native people have grown up close to urban centres, and do not face this problem, but the fact is the majority in cities have come from what might be considered rural and remote communities.



"That Little Extra Step"

One of the methods recommended by Native Outreach to assist the new worker is the "buddy system". Ms. Venne suggests that a deliberate step be taken by the employer to formally or informally assign someone to help the new employee learn the ropes. Experience shows that many employers take on a Native person and set such unrealistic expectations in their aim to help, that the plan backfires. Or, in other cases it may be clear to the employee that he or she is neither trusted nor accepted by other non-Native employees. If that little extra step is taken to make the new employee feel at home at the outset, success is more likely to result.

Part of Native Outreach's job is to search out potential employers of Native people. The response from many businessmen is that Indian people are unreliable and don't stay with the job. It has been Ms. Venne's experience that this judgement has been made on the basis of one former Native employee, while negative experiences with non-Native employees are often forgotten. She hopes that employers will look again at their experience to judge the validity of the conclusions they have drawn.

Training Designed to be Successful

Ms. Venne suggests that training and education are the key to improving the present situation. "This area has been badly handled up until now. They put in little Mickey Mouse training programs here and there and expect that it's going to put enough salve on the wound to keep people quiet. I feel strongly that we must look towards massive training programs."

"If we, as Native people, are going to have any hope of competing in this whole industrialization, we've got to get our people trained. I don't know whether we've got those commitments, but that is what our organization is going after."

"As far as training programs are concerned, it's got to be the kind designed to be successful, not just one's which are laid on without proper consultation with Native people. What happens inevitably is that these courses are laid on, and the Indians are always blamed for their inability to fulfill the expectations of those who designed them."





Native employment and resource development

The Inter-Provincial Association on Native Employment is made up of Native employment coordinators, Native businessmen and representatives of organizations like Native Outreach. Through lobbying of governments and businesses, they hope to improve the lot of Native workers in the Prairie provinces. The Association allies itself with neither Native nor non-Native political bodies. As is often the case, Indian political groups, by representing large constituencies, feel it their duty to slow down some forms of development to protect the rights and culture of their people. But once development does go ahead, the Association sees its job as promoting the rights of Native workers to get better training and job opportunities from unions and management.

Honest and Open Consultation with Community Leaders

Lyle Bear is a member of the Association, and a Native coordinator with Amok Ltd., a French Uranium Mining company involved in development in northern Saskatchewan. He feels that participation of nearby communities in the initial and ongoing development of the project is 100% necessary.

"I think the days are gone when you're going to go into communities and say this or that is going here. We're now at a stage where Indians have a lot of say as to what's going to directly affect them. In addition, many Chiefs and band administrators have solid backgrounds in business, and have their own ideas as to what should be done."

Mr. Bear suggests that a company should approach the Native community long before environmental studies, or anything of that nature, are done. "Companies must realize," he says, "that the interests of company and community will be linked and if they wish to build a mine they *need* the support of these communities."

Initial Consultation

Another member of the Association is Garth Leask, Labour Relations Manager with Esso Resources Ltd. Mr. Leask has had extensive experience in the area of Native employment, especially with his former employer, Canadian Bechtel, which built the Syncrude Project at Fort MacMurray, Alberta. Through his efforts, new approaches and training programs were developed which resulted in the hiring of 700 Native workers, many of whom are now skilled tradesmen and supervisors.



He suggests that any company wishing to establish a positive relationship with an Indian community should first send people to meet the community's political and business leaders. On the basis of these discussions, a respected member of the community should be asked to act as a liaison between the people and the company. The choice of this individual is important, and Mr. Leask suggests that company people should work out a short-list and discuss it with a cross-section of the community. Having established this initial contact, officials should continue consulting with the community on at least a monthly basis. The continued participation of senior company people, along with a respected representative of the community, will indicate the commitment of the company.

It is necessary during these early discussions to explain clearly the implications of a development project, especially in terms of economics and employment. Mr. Leask noted that in many cases, numbers of required employees are quoted which refer only to those needed during construction. For example, two thousand workers may be required during the three years of construction, but only four hundred will be needed once operation begins.

The Native communities can provide an on-going work force, but they must have the information early to plan their own development, especially if a boom and bust situation is on the horizon.

Mr. Leask emphasized that training should be an integral part of the construction. A means must be provided whereby people will develop skills and trades which can be used during operation, as well as with other projects in the region, once construction is over.

Benefits to the Community

Lyle Bear states that employers should be aware that what they consider benefits may not be perceived as such by Native people. There must be constant monitoring throughout early discussions, as well as at planning and development stages. These Native communities will be forced to go through incredible changes at a lightning pace, and undoubtedly something which sounded good in theory may not work out in practice. Responsiveness on the part of the company is in its own interest, since these surrounding communities can provide a work-force and eventually support services for development and operation.

Mr. Bear believes Native communities are no different than other small closely-knit communities, in that the impact of such development can shatter the fabric of the community right to its roots – the family. Therefore, it is necessary, wherever possible, to provide a means whereby the wife and family have a sense of what the husband is doing, especially if he is required to leave the community for a period of time to work. One method is to develop training facilities within the community, if such a move is requested by the people.



Social Programs and Orientation

Alex Gordon, Northern Liaison Officer with Syncrude in Fort MacMurray, has set much of the groundwork for a productive and mutually beneficial relationship with neighboring Native communities.

He states that providing facilities up-front during construction, and being responsive to the needs of these communities pays dividends once operation begins. For example, at the request of the community, Syncrude developed a Life Skills Training Program which involved training local Native people to be coordinators, and since the community wished families to see where the men worked, the families were flown in and given a guided tour.

Another important step, according to Mr. Gordon, is to get to know the youth of the community. Regular visits to local schools, accompanied by Native supervisors and tradesmen, provides an incentive for children to finish their schooling. "Part of orienting a group of people to the requirements of scheduled work time begins in school, so we try to make sure these kids realize that if they reach a certain level of education, there are jobs to be had. After all, these children represent the next generation of employees," he said.

Sensitivity to Cultural Differences

The personnel of most companies come from a cultural experience based upon a nuclear family and an urban orientation, whereas many Native people are drawn from a more extended family and rural orientation.

For the Native person this may mean that one's sense of family extends beyond direct ties of kinship, so that the death of a member of the community may be as traumatic for an individual as if that person had been a family member. In all likelihood the Native person will feel both emotionally and morally-bound to attend the funeral.

Lyle Bear says that such situations have forced management and unions to be more aware of the pressures on Native employees. The immediate supervisors of these employees must also be aware of these pressures, so as to respond to situations which may arise with more sensitivity.





Another aspect to be recognized, says Garth Leask, is the importance in the Native community of traditional pursuits like hunting and fishing. During the early stages of the Syncrude project there was frustration over workers, who at times, would want to leave to hunt. The key to coming to a happy compromise was to simply realize that such pursuits generally happen at certain times of the year, and as long as supervisors were aware of this they could make arrangements with workers which were satisfactory to both sides.

He pointed out that most workers, Native and non-Native, take an average of one month off in addition to their three weeks paid holidays. For imported labour this may mean trips south, while for the Native worker it may mean a week here and there for hunting and fishing.

Recognizing the Native person's equal right to take time off for such pursuits has resulted in a much-improved attitude on the part of all concerned, and substantial improvement in the turnover rate among Native employees.

"You Can't Force A Guy To Work"

The overall discussion thus far has promoted the idea of Native employment, however, the point should be made now that effective training and hiring practises result from a company's need for a steady work force, and not through false altruism. As well, many people in the North (Native and non-Native) feel strongly that companies who stand to profit from local resources have a responsibility to the residents of that region. The message transmitted to prospective Native employees, therefore, should not suggest that a favour is being offered in the form of jobs.

To many Native people self-fulfillment is not defined by the amount of money made or the type of work done. They have an equal right to choose their own directions. This may take the form of traditional and seasonal work, or jobs which require higher levels of education. Garth Leask points out that all a company can do is indicate to a community or individual that workers with certain skills are needed; it is up to the people to decide. Those who opt for this type of work will inevitably bring along other workers if efforts are made to make Native workers feel a part of the project.

A community may decide they want more jobs created at the local level. This can result in a mutually-satisfactory relationship if a development project requires food and services for workers.

The company must be prepared to be flexible and honest with people living near such development, because these people will continue to live with the effects of such development long after the project is completed.



Native owned and operated business

The picture often painted of Indian reserves involves poverty, unemployment and alcoholism, and such a view is not inconsistent with real conditions in many areas. But there is a drive among Indian leaders and Band Councils towards economic and political emancipation, which would turn the tide of what appears to be a bleak future.

Experience has shown that development planned and initiated from outside the community, without solid participation of Native people, has little hope of being a lasting success. Indian leaders are promoting the training of their people in business administration, and in the meantime are turning to experts at chartered banks, financial institutions and management consulting firms to assist them in developing their own plans.

As David Atlee, supervisor of Scotiabank's Indian and Inuit Financial Services Division says, "The thing that has held Native people back has been lack of capital and no structure for capital formation. But the days of the ill-informed and ill-advised Native dealing with large corporations have pretty well gone. They're starting to hire the kind of talent that's necessary to do it. When you put together the people, resources, land and dollars, you get an explosive situation. I think this will be one of the big stories in Canadian finance and development in the 1980's."

The basis for Mr. Atlee's optimism is the potential wealth in oil, gas, minerals, fishing and farming, which some of Canada's Indian and Inuit people have within their grasp. As well, there is a growing recognition by financial and industrial institutions of Native-owned-and-operated business. For example, the Northland Development Corporation which is majority-controlled by Native businessmen, has grown from a small initial investment into a major contractor in Northern Saskatchewan. They have achieved this by solid business know-how, a clear commitment to northern Saskatchewan and its people, and an emphasis on hiring and training northerners, most of whom are Native.





One of the stumbling blocks in this process is hesitancy by non-Natives to recognize the advances of Native people, and their right to be aggressive in demanding development and employment suited to their needs. It has therefore been left up to Native entrepreneurs to push ahead in spite of this and to gather local backing and government funding when possible. For example, when The Pas Band, 400 miles north of Winnipeg, built the 225,000 sq. ft. Otineka Shopping Mall, the local non-Native businessmen were upset because of the competition, as well as the fact that it was being funded to the tune of \$8 million in Federal loans, \$4 million of which has since been forgiven.

"Yet for the 1,350 Band members this venture represented a break with the old ways, something new to take up the slack from diminishing returns from fishing and trapping." Such Federal funding is often necessary because under the Indian Act seizure of Indian land or property of individual Indians is prohibited. Normally a non-Indian businessman could use land or property as collateral on loans.

In any event, the shopping centre went ahead and now has all commercial space filled. Of the 250 employees, 45% are members of The Pas Band. Another benefit of this project has been the increased contact between the Native and non-Native communities.

There is a growing number of these successful Native-owned-and-operated businesses in other parts of the country which are stimulating optimism in Native communities. Instead of their young people facing limited work possibilities at home, or pressure to move to the city, there is an incentive to continue their schooling and assist in this development.

The following is a thumbnail sketch of some of the businesses which have proven to be successful:

- From a community with 80% unemployment and a \$2 million debt, the West-Bank Reserve near Kelowna, B.C. has transformed itself into a thriving operation with less than 10% unemployment. Projects underway involve sub-divisions, a hotel convention centre and recreational services.
- In Fort Chimo, Quebec, Inuit directors of Makivik corp., are managing their people's share of the James Bay Agreement. The Corporation now owns its own airline, a construction company, and fisheries operation.
- Four B. Manufacturing Ltd. was founded in 1974 on Tyendinaga Indian Reserve near Bellville, Ontario. The company manufactures 3,000 pairs of leather shoe uppers a day under a contract with Bata Footwear, and last year grossed \$895,000. It employs 115 people and together with 17 other smaller businesses on the reserve, and unemployment has been reduced among the reserves 1,250 inhabitants to 3%.
- The Huron Village Reserve, north of Quebec City, under the leadership of Chief Max Gros Louis has 14 separate businesses turning out canoes, moccasins and snowshoes, which are purchased by Canadian Tire Corp. and the T. Eaton Co. The Band cooperative has also made sales to Germany, France and the U.S.A. It was set up in 1965, with the assistance of a nearby Caisse Populaire. At the time, 52 families were on welfare. Now all able-bodied members are employed.
- Blood Reserve, near Lethbridge, Alberta, is the largest of the 2,400 reserves in Canada. Last August it announced the sale of \$22.8 million in oil and gas rights to several resource companies after successful drilling on its land. Gulf Canada Resources Inc. and Kaiser Resources Ltd., were involved in this deal.

• Enoch Band, near Edmonton, is another Indian Band rich in windfall profits from oil and gas royalties. Millions of dollars in royalties are held in trust by the Department of Indian Affairs and Northern Development. Welfare has been eliminated, and the Band has plans for Indian-controlled residential sub-divisions.

• Ojibway Resorts Ltd. in Thunder Bay, Ontario is an Indian-operated ski resort. The Band used federal funds to develop a 500 foot hill into a ski resort with a chalet, pro shop and ski trails. Though it had shaky beginnings it is now a profitable operation and has resulted in a World Champion ski jumper, a young Ojibway, Steve Collins.

• Native Metal Industries Ltd. in Regina was started in 1970 by local Indian and Métis with assistance from federal and provincial governments. The company processes scrap metal, which is sold to Interprovincial Pipe and Steel Corp. Though it is primarily a training operation, it has moved from processing 20,000 metric tons a year to over 60,000 tons this year.



Conclusion

It is hoped that the reader will not draw the conclusion from the above that Canada's Native people are on their way to the affluent life. Quite to the contrary, times are increasingly tough for most of these communities. They are more aware than anyone that economic development and education is a double-edged sword. On the one side it represents a potentially higher standard of living, and a chance to slow the exodus of young people to the cities. On the other side, is the increasing influence of the non-Native society which is eroding many Indian cultures, and drawing young people away from traditions and skills.

It has therefore been necessary for Indian leaders to promote the development of educational material and programs which speak to the Native person. They are the first to recognize the need to get their people trained, but this must not happen at the expense of the Indian identity and self-esteem.

Therefore it is hoped that the public, and especially educators and employers, will recognize the need for what Muriel Venne calls "programs designed to be successful" or in other words, programs which take into consideration the unique social and cultural background of Native people. And in addition, that employers take "that little extra step" to make the new Indian employees feel welcome.

It is just possible that a better future is on the horizon for Canada's Native people, if we only take the time to listen to what they are saying.





Federal Native employment programs

Federal Native Employment Programs

Department of Indian and Northern Affairs

Description

The Federal government, through the Department of Indian Affairs, runs employment and training programs for Native people. The objectives of these programs are to give participants work skills and to provide employment in areas, such as the reserves, where unemployment can be very high.

Assistance under the Indian and Inuit program

Summer Youth Employment Program

This program is open to Indian students between 15 and 24 years of age. This program allows youth to work in their own communities on either community controlled projects or projects of their own design. The program is funded with \$2.9 million this year, and provides some 2,060 jobs. The funds are jointly administered by The Department of Indian and Northern Affairs and the Canadian Employment and Immigration Commission.

Training On-The-Job

This program gives eligible Native people on-site job experience and training for up to one year. Wages are paid by the federal government, and may vary from region to region, and type of training being offered. At the completion of this program, a person will have gained experience and a skill.

For further information contact:
Your nearest regional office of Indian and Northern Affairs

Indian and Inuit Recruitment Development (IIRD)

Department of Indian and Northern
Affairs

Objective

The primary aim is to include a significant proportion of Indian and Inuit people at all levels of management in the Department.

The IIRD program has 50 person/years at the present time to encourage and provide employment opportunities for Indian and Inuit people. Training positions are created in various locations across Canada to provide Indian and Inuit people with the skills, knowledge and experience required to obtain permanent positions within the Department at the end of the training period.

Training

The training period varies depending on the nature and level of the training position. A trainee's progress is followed closely to ensure that he or she gains sufficient knowledge and expertise in the work situation. As well, guidance and counselling is provided to the trainee.

Positions available

Participants are assigned to Departmental jobs most directly related to their personal qualifications and interest.

Assignments could be in:

- General Administration
- Social Services
- Community Affairs
- Education
- Economic Development
- Policy Planning
- Engineering and Architecture
- Personnel and Financial Management
- Information Services

For further information contact:
Native Employment Programs Directorate
Corporate Personnel
Department of Indian and Northern Affairs
10 Wellington Street
Hull, Quebec K1A 0H4

On-The-Job Training Program

Department of Indian and Northern Affairs
- Northern Program

On-The-Job Training is a scheme whereby instruction in the performance of a job is given to a trainee by an employing agency under the usual working hours and conditions of the occupation. On-The-Job Trainees receive allowances in lieu of salary established under the terms of the Training Agreement which are proportional to the trainee's productivity and usefulness to the employer.

The initial training agreement may be established for a period up to one year or less. If additional training is required, the immediate supervisor may recommend an extension.

The Training Agreement stipulates the responsibilities of those involved in the training program.

During the training period every attempt will be made to provide learning opportunities. Trainees are encouraged to take special training, or related courses that will assist them in meeting their occupational goal. The primary objective is to insure that Northern Natives are prepared for fulltime employment.

Criteria For Selecting Training Stations

Training will be considered only when the following conditions are met.

- The trainee will be able to acquire marketable skills for an occupation that will enhance his/her employability.
- There is no formalized program to prepare the individual for existing employment, or where it is not feasible to follow a formal program.
- Employment exists in the occupation for the Native resident.

All assistance provided under the On-The-Job Training Authority is subject to confirmation that required assistance is not available from any other source.

Allocation of Responsibilities for On-The-Job Training

The Trainer-Employer in cooperation with the training monitor, will:

- 1 Develop a job description – a job analysis for the position the trainee is expected to assume on completion of training.
- 2 Identify, in an ordered sequence, the job skills to be learned during training.
- 3 Identify how the job skills and knowledge can be taught, by whom (the trainer-employer or his delegate) and where (in the work place in an alternate work situation or in some other instruction area). The training plan is derived from a realistic analysis of the skills, duties, responsibilities of the position for which the individual is being prepared and the occupational objectives of the trainee.
- 4 Provide instruction in sequentially planned job skills at a pace that allows each trainee to progress at his/her optimum rate.

- 5 Establish and maintain a training record (using the Training Plan) for the information and examination by the trainee and the training monitor.
- 6 Establish a program of continuous evaluation at the same time as the Training Plan is established.
- 7 Participate in preplanned phases of continuous evaluation with the trainee.
- 8 Allow trainees to attend special training courses or opportunities that are related to the On-The-Job Training Program – if and when required.

The Trainee agrees to:

- 1 Submit a summary of personal data, education and training, past work experience and reasons for wanting training.
- 2 Make every effort to meet the requirements of the job in respect to skills, knowledge and work conditions identified by the employer/trainer.
- 3 Participate in the monthly review of his/her progress with the trainer.
- 4 Discuss any problems, difficulties or areas that he/she believes needs more attention.

When the trainee is selected the responsibilities of the intended position should be explained.

Approximately 200 Native people are hired under this scheme a year. Though most of the trainees have been working for the public sector, private sector businesses are welcome to apply.

For further information contact:

Carol Murphy
Assistant Superintendent
Vocational Training and Placement
Indian and Northern Affairs
Rm. 1010
171 Slater Street
Ottawa, Ontario
K1P 5H7
(613) 995-9210

Office of Native Employment

Public Service Commission of Canada.

Interest in employing indigenous people in the federal Public Service existed for many years. A positive step was taken in November, 1971 when the Public Service Commission of Canada established a special program within its Staffing Branch, which would further promote the employment and career development of native people within the federal government.

The new "Native Employment Program" began with a staff of three, and worked to identify jobs that could be filled by indigenous people, and also to interest them in government careers.

In 1973, the Chairman of the PSC announced that the program would report directly to one of the Commissioners, because the work it was doing had shifted to a promotional nature, geared to changing attitudes both within and outside the Public Service. It would be given the same status as the Equal Opportunities for Women Program.

Under the direction of the Commissioner, the program had two functions:

- to attract indigenous people to consider the possibilities of employment with the Public Service of Canada; and,
- to develop an inter-departmental liaison to identify ways and means of increasing the participation of indigenous people in the Public Service.

A regional network began in August 1974, with the appointment of a Native Employment Co-ordinator to the PSC office in Toronto. In 1975-76 this network expanded, and co-ordinators were placed in PSC regional offices in Vancouver, Edmonton and Winnipeg. At the end of 1976, co-ordinators were appointed to the Halifax and Montreal PSC branch offices.

During 1975, the work done by the Native Employment program became more involved with the staffing process, and the program was returned to the Staffing Branch under the Director General. As the workload in the regions increased, co-ordinators were supplied with support staff in their regional offices.

Today the Office of Native Employment, with a staff of eleven in its Ottawa headquarters office, offers functional guidance to the regional co-ordinators. The office reviews government policies and legislation pertinent to staffing, and assists departments and agencies in identifying positions that require knowledge of Native cultures, needs and interests. O.N.E. also concerns itself with the training needs of Native people already in the Public Service, as well as those from outside who require on-the-job training to meet the basic requirements of the public service job.

Policy

Indians, Inuit, Metis and non-status Indians make up four per cent of the Canadian population but have less than 0.1% of the officer-levels jobs in the federal public service. There has always been a critical lack of natives throughout the government, so in the summer of 1977 a new government policy was announced. It states: "greater participation of native people in the government's decision-making processes will improve federal programs and services to their communities while creating a public service that is more representative of all Canadians."

The Treasury Board and the Public Service Commission are now working with Native Associations and government departments to get the policy underway. Eventually Native people, who were largely excluded from meaningful government jobs, will be in the mainstream of the decision-making process.

For further information:
Office of Native Employment
Public Service Commission of Canada
Room 1108
300 Laurier Ave. West
Ottawa, Ontario
K1A 0M7

Northern Careers Program The Public Service of Canada

The Program, approved by the Treasury Board in July 1974, is sponsored by the Department of Indian and Northern Affairs and is operated and administered by the Public Service Commission of Canada.

While Native people constitute more than 50 per cent of the population of the North, it has long been recognized that only 20 percent hold full and part-time public service jobs, and less than 10 per cent have regular, permanent occupations. Because most jobs held by Native people have been in the support staff categories, such as clerical, janitorial and stenographic jobs, the Government of Canada introduced the program to enable native people to become more equally represented. The Program provides an opportunity for individuals to develop their talents in order to gain positions where they can influence the growth, direction and policy-making decisions of the North.

Who may participate

The Program is open to all adult Status and Non-Status Indians, Inuit and Métis peoples of both sexes who were born in either the Yukon or the Northwest Territories, and have always lived in either Territory with the exception of temporary absences either for health or education reasons. Other Native people may qualify if they have lived in either Territory for at least five continuous years before making an application to join the program. The Program is not open to individuals of any other cultural background other than northern Native Canadians.

The unique feature of the Program is that, once one has chosen the career one wishes to follow, the education and training experience received is designed specifically to meet one's needs at a pace one is able to handle, with goals matched to one's desires.

Procedure

The first step in joining the Program is to contact the Program offices in either Yellowknife or Whitehorse. An Assignment Counsellor will meet the applicant to discuss educational background, employment experience and the career one wishes to pursue. If the Program cannot help, the Counsellor will direct the applicant to an agency that can.

For further information contact:

Northern Careers Program
Public Service Commission
P.O. Box 2730
Yellowknife, N.W.T.
X0E 1H0
(403) 873-3547

Northern Careers Program
Public Service Commission
Suite 200, A, Yukon Centre
4114 - 4th Avenue
Whitehorse, Yukon
Y1A 4N7
(403) 873-3547

Canada Manpower Industrial Training Program

Employment and Immigration Canada

Objectives of the Program

The Canada Manpower Industrial Training Program is geared to help employers:

- fill positions for which skilled, qualified workers are not available;
- retrain employees who might otherwise have to be laid off because of technological or economic changes;
- participate in the support of industrial development strategies in various regions of the country;
- fill new job vacancies that have resulted from the expansion of the company's operations; and
- provide jobs and training for people who find it especially difficult to obtain and hold permanent employment ("special needs" workers).

Who is eligible

Employers

Any Canadian employer or employer association whose operations are not financed primarily by public funds is eligible to apply for training assistance under the program. If training is designed for people with special needs or problems, any employer is eligible to apply, with the exception of federal departments or agencies.

Trainees

To be considered for training in a project supported by the program, a worker must be:

- employed by the contracting company at the time of training;
- likely to benefit from the training and related job experience in terms of increased employability and/or earning capacity;
- one year beyond the school-leaving age in the province in which the training takes place;
- not a member of the employer's immediate family.

Criteria for training approval

To be acceptable, a company's industrial training project must:

- be in line with training priorities established for that geographical area;
- provide a realistic and practical solution to a particular training problem;
- take place in Canada and last a minimum of one week, but not more than 52 weeks full-time, or 1,820 hours part-time;
- provide trainees with skills that are transferable to similar jobs elsewhere (except in the case of projects for special needs workers);
- utilize, as fully as possible, the expertise and training available in the company and surrounding community.

Financing under the Program

There are two training expenditures that can be reimbursed under the Canada Manpower Industrial Training Program – direct training costs and trainee wages. The contracting employer must have incurred these costs before reimbursement by the Department of Employment and Immigration.

Direct training costs that may be reimbursed include:

- up to 100 per cent of instructor's wages, to a daily maximum of \$20.00 per trainee, or \$100.00 per day, whichever is less;
- up to 100 per cent of instructors' travelling and living expenses;
- up to 100 per cent of training aids such as text books and expendable tools;
- up to 75 per cent of course fees when training is contracted out to a public or private institution;
- up to 50 per cent of special travelling and living expenses incurred by trainees as a result of training.

Trainee wages may be reimbursed as follows:

- up to 40 per cent of actual wages for employees already working with the company;

- up to 60 per cent of actual wages for previously unemployed people hired specifically for the program, and for workers whose employment is threatened.

- up to 85 per cent of actual wages for "special needs" workers who find it especially difficult to hold permanent employment.

Employer's obligation under the program

It is the employer's responsibility to develop, in consultation with union or employee representatives and provincial authorities, a training program that will meet the company's training needs and will increase the trainees' employability. It is also up to the employer to implement the plan in accordance with the terms and conditions of the Canada Manpower Industrial Training contract, and to maintain proper accounts and records.

How to apply

Employers interested in industrial training should discuss the possibility of federal assistance with a counsellor at the local Canada Employment Centre. The counsellor will provide detailed information on how the program works and how to prepare a training proposal for consideration by the Department of Employment and Immigration and provincial departments involved.

This program has been augmented with an additional \$10 million this fiscal year to provide training to Native Canadians, to enable them to take advantage of urban and remote resource development opportunities.

Regional Native employment coordinators

Newfoundland

Mrs. Beatrice Courtney,
Native Employment Coordinator,
Native Employment Division,
210 Water Street,
St. John's, Newfoundland
A1B 3Z4
Telephone: area code (709) 737-5301

Prince Edward Island

Ms. Carol McDougal
Native Employment Coordinator,
Provincial Headquarters,
411 University Avenue,
Charlottetown, P.E.I.
C1A 8K1
Telephone: area code (902) 892-0211

Nova Scotia

Mr. Kevin Christmas,
Native Employment Coordinator,
C.E.I.C.
P.O. Box 2463,
Halifax, Nova Scotia
B3J 3E4
Telephone: area code (902) 426-3807

New Brunswick

Mr. Bill Simon,
Native Employment Coordinator,
Special Programs,
C.E.I.C.
P.O. Box 2600,
565 Priestman Street,
Fredericton, New Brunswick
E3B 5V6
Telephone: area code (506) 452-3732

Quebec

Monsieur Eddie Gardner,
Coordonnateur de l'emploi autochtone,
550, rue Sherbrooke ouest,
pièce 650
Montreal, Québec
H3A 1B9
Telephone: area code (514) 283-4655

Ontario

Mr. Ron Shortt,
Native Employment Coordinator,
C.E.I.C.
4900 Yonge Street,
Suite 700,
Willowdale, Ontario
M2N 6A8
Telephone: area code (416) 224-4892

Manitoba

Mr. Lloyd Stevenson,
Native Employment Coordinator,
Grain Exchange Building,
167 Lombard Avenue,
Winnipeg, Manitoba
R3B 0T6
Telephone: area code (204) 949-4546

Saskatchewan

Vacant
Native Employment Coordinator,
C.E.I.C.
800 - 2101 Scarth Street,
Regina, Saskatchewan
S4P 2H9
Attention: Ken Taylor
Telephone: area code (306) 355-6339

Alberta

Mr. Ralph Bouvette,
Native Employment Coordinator,
Client Services Branch,
Room 610,
5th Floor,
9925 - 109th Street,
Edmonton, Alberta.
P5K 2J8.
Telephone: area code (403) 420-2416

Northwest Territories

Ms. Dorothy O'Chiese,
Native Employment Coordinator,
2nd Floor, Northway Building
4116 - 49th Street,
P.O. Box 1950,
Yellowknife, N.W.T.
X0E 1H0
Telephone: Area code (403) 920-8411

British Columbia

Mr. Bernard Charles,
Native Employment Coordinator,
Royal Centre,
P.O. Box 11145,
1055 West Georgia Street,
Vancouver, British Columbia.
V6E 3P3
Telephone: area code (604) 666-6147

Local Employment Assistance Program (LEAP)

Employment and Immigration Canada

The Local Employment Assistance Program (LEAP) aims to increase the economic self-sufficiency of workers who normally have difficulty finding and keeping jobs. These people may be unemployed due to personal disadvantages, such as mental or physical handicaps, or may be unable to find jobs because they live in areas of high unemployment.

LEAP provides funds to individuals, groups, or organizations:

- to create on-going businesses which will provide jobs for the chronically unemployed; or
- to establish projects which will develop job skills for the chronically unemployed to help them integrate into the regular labour market.

LEAP is administered by the Employment Development Branch, Canada Employment and Immigration Commission.

Project development

Projects are not usually solicited from the general public. LEAP officials located in each province and territory, identify potential participating groups and communities by studying economic and social conditions in their area and by responding to inquiries from groups and individuals.

Representatives of community-based organizations, voluntary agencies, federal departments and the provincial government are consulted to ensure the selected groups and communities are appropriate. A LEAP project officer then works with the sponsor to develop a project proposal which is submitted to a Regional Review Board. The Review Board assesses the merits of the project, considering project goals, activities, feasibility and impact on the community. Sponsors of approved projects sign a contract with the federal government stating the rights and obligations of each party.

Funding available

LEAP projects may receive up to \$275,000 for each 12 months of operation. If a project idea requires exploration or development, a maximum of \$100,000 may be allocated for a developmental phase not to exceed 12 months. Program monies may be used to subsidize wages, overhead, and capital costs for the project with set limits for each category. Total federal contribution may not exceed \$850,000 for any project.

Length of support

LEAP projects may be funded for up to three years, in addition to the 12 month developmental phase. They are subject to review after the developmental phase and at least every 12 months thereafter. Under exceptional circumstances, funding exceeding this time-frame may be considered. At the end of LEAP funding, projects are expected to cover their own operating costs, either by producing sufficient revenues or through funding from another source.

LEAP projects may be sponsored by non-profit organizations, community or citizen' groups, voluntary agencies or individuals.

How to apply

There are no application forms for LEAP. LEAP staff will work with identified groups or individuals to develop a submission. Groups or individuals interested in developing a LEAP project should contact the Employment Development Branch Office in their area or the local Canada Employment Centre.



Federal development programs

Department of Regional Economic Expansion (DREE)

Description

The primary objective of the Department of Regional Economic Expansion (Dree) is to encourage slow-growth regions of Canada to realize their potential. Through programs under the Regional Development Incentives Act (RDIA) and the Department of Regional Expansion Act, the department is able to provide incentives to industry and business to invest in these slow-growth areas and thus create improved opportunities for productive employment.

Eligibility

A large portion of Canada has been designated eligible for incentives under the Regional Development Incentives Act. These regions include all four Atlantic provinces, Manitoba, Saskatchewan and the Yukon and Northern Territories, together with most of the Province of Quebec and northern portions of Ontario, Alberta and British Columbia.

Most manufacturing and processing industries are eligible for development incentives and loan guarantees. The major exceptions are initial processing operations such as petroleum refining and certain parts of the pulp and paper industry. The processing of natural products in operations such as sawmills, fish plants or food processing is eligible.

Commercial facilities are not eligible for grants but loan guarantees may be provided for business offices, warehousing and freight-handling facilities, shopping centres, convention facilities, hotel and motel accommodations, recreational facilities and research facilities.

The approved capital cost for new facilities, new product expansions, volume expansions and modernizations must be at least \$25,000. However if a new facility or new product expansion creates at least five direct jobs in the operation, the capital costs can be as little as \$5,000. In the case of a loan guarantee, projects with total capital costs of \$100,000 or more may qualify for assistance.

Assistance

There are two basic types of incentives available: development incentives and loan guarantees.

1 Development incentives include the following:

- non-repayable development grants;
- specifically repayable development incentives; and
- provisionally repayable development incentives (repayable if the project achieves a certain level of profitability or other objectives specified in the offer and accepted by the applicant).

2 Loan guarantees are available for manufacturing and processing and for certain commercial undertakings.

These incentives are available individually or in combination.

For further information contact: The Director of Incentives, Department of Regional Economic Expansion

Atlantic Region
Assomption Place
770 Main Street
14th Floor
P.O. Box 1210
Moncton, New Brunswick
E1C 8P9

Quebec Region

Stock Exchange Tower
800 Place Victoria
Suite 4328
P.O. Box 247
Montréal, Québec
H4Z 1E8

Ontario Region

Niagara Building
1300 Yonge Street
5th Floor
Toronto, Ontario
M4T 1X3

Western Region

Bessborough Tower
601 Spadina Crescent East
Rm. 814
Saskatoon, Saskatchewan
S7K 3G8

Territorial Offices

Precambrian Building
10th Floor
P.O. Bag 6100
Yellowknife, N.W.T.
X1A 1Z2

301-108 Lambert Street
Whitehorse, Yukon
Y1A 1Z2

Enterprise Development Program (EDP)

The Department of Industry, Trade & Commerce.

EDP objective

The overall objective of the Enterprise Development Program (EDP) is to help the growth of the manufacturing and processing sectors of the Canadian economy by providing assistance to selected firms to make them more viable and internationally competitive.

The thrust of the program is to foster innovation in the design and development of new or improved products or processes and to assist adjustment to changing competitive circumstances.

The focus is on promising small and medium-sized firms prepared to undertake relatively high risk projects which are viable and promise attractive rates of return.

Who is eligible

- small and medium-sized firms engaged in manufacturing or processing activities. Also, under limited circumstances, firms in the services sector.
- Applicants for product development and product design assistance must be incorporated.
- Firms applying for adjustment assistance need not be incorporated to be eligible.

Method of support

EDP provides support to eligible firms by:

- Sharing project costs. For the typical shared cost project, the EDP can make a contribution of up to 75 per cent of the eligible costs.
- Providing insurance on a term loan to finance the project. Loan insurance, which helps to facilitate the availability of funds on reasonable terms and conditions, can be provided for 90 per cent of a term loan from conventional lenders for a 1 per cent annual fee.

Forms of support

1. Grants to develop proposals for projects eligible for assistance.
2. Grants to identify new products.
3. Grants for product development.
4. Grants for product design.
5. Grants to study productivity improvement projects.
6. Loan insurance for adjustment projects.

Applications for assistance

At the initial stage of the application process a firm should provide a brief description of the proposed project, estimates of cost, proposed financing and audited statements for the last three years.

More information on the Enterprise Development Program may be obtained by contacting the Programs Branch, Department of Industry, Trade and Commerce, Ottawa, or the nearest Industry, Trade and Commerce Regional Office.



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All quotations in *Native Employment - Opportunities for the Future* are drawn from indepth recorded interviews.

Sections of *Native Owned and Operated Business* were drawn from an article in Canadian Businessweek by Martin O'Malley called *Red Capitalism: Self-Sufficiency for Native Peoples*.

